

## CHAPTER 5

**GARRISON OPERATIONS**

The primary mission for soldiers is to prepare for war. Garrison activities are indicative of the way soldiers will perform in combat.

**5-1. Garrison Mission**

*a.* The garrison mission of an AA company is dependent on several factors. They include the unit's primary wartime mission, peacetime/garrison mission requirements, and whether it deploys away from its support base. Every garrison MEDEVAC mission is unique to that specific garrison. During peacetime/garrison mission requirements, Memorandums of Understanding or Memorandums of Agreement (MOAs) are normally used to define C2 relationships, installation support, and overall CHS garrison activities. In nearly every case, the AA company commander can expect to provide 24-hour immediate response MEDEVAC coverage to the installation to which they are assigned. Some organizations also have the further responsibility of providing Military Assistance to Safety and Traffic support to the local community (see AR 500-4).

*b.* The AA company flight operations personnel coordinate activities and work directly with adjacent and higher-level staff sections. These may be the organizations aligned with during wartime, or the home installation/garrison operations supported during peacetime. Frequent support requests from the garrison for personnel and equipment can be expected. Commanders should carefully weigh the ramifications of repeated negative responses to these requests. Supporting the requests of the garrison operations cell will often impact unit missions, daily operations, flight operations, and unit training. This chapter contains guidance that can assist the commander in the development of training strategies and unit tactical training procedures while continuing to be responsive to the needs of the local garrison command and community. The challenge of the AA company during peacetime is to balance the myriad garrison requirements with wartime readiness training requirements.

**5-2. Garrison Mission Scheduling**

*a. Medical Evacuation Mission Assignment.* Medical evacuation crew selection is normally made by the commander after completing a thorough risk assessment. It is the responsibility of the operations officer to determine types of shifts and workload division for MEDEVAC missions, peacetime and wartime, within the unit. The AA company normally receives the unit's MEDEVAC missions from the battalion S3 or garrison operations representatives. These missions are assigned to unit elements by the operations section based on mission priorities, section capabilities, and the unit SOP.

*b. Premission Planning.* Initial contact is made with the supported unit, and mission details are obtained; for example, points of contact, support locations, equipment required, radio frequencies, and pickup points. The unit commander, operations officer, or platoon leader—

(1) Establishes and monitors aviation unit-level maintenance, search and rescue procedures, MEDEVAC, crash rescue, and downed aircraft recovery procedures.

- (2) Conducts a preliminary premission briefing for each crew in accordance with AR 95-1.
- (3) Explains the procedures for aborted missions.
- (4) Informs crews of information received during initial contact with supported units.
- (5) Conducts a crew debriefing upon mission completion.
- (6) Submits an after-action report (AAR) to operations.
- (7) Develops, maintains and exercises, at least annually, a MASCAL plan.
- (8) Provides local flight following that—
  - (a) Is posted on a flight following log.
  - (b) Shows aircraft designation and call sign.
  - (c) Shows a route of flight.
  - (d) Shows the point of departure.
  - (e) Provides an estimated time en route.
  - (f) Shows the actual time of arrival.
  - (g) Provides a passenger and crew manifest.

**5-3. Flight Planning Area**

*a.* The flight planning area of the unit operations should be set up in accordance with applicable regulatory requirements. This may include the following items:

- (1) An E6B computer and flight plotters.
- (2) An accurate clock depicting local time and coordinated universal time (or Zulu time).
- (3) A flight planning table with a surface large enough to lay out navigational charts.
- (4) A Class A telephone so that aircrews can contact the airfield weather station or the Federal Aviation Administration flight service station.

(5) Message boxes in which information for aircrews can be left and picked up by aircrews at their convenience.

(6) An aircrew bulletin board displaying current flight and safety information.

(7) Relevant Army regulations, Federal Aviation regulations, and flight information publications; the aircrew information reading file; the unit SOP; and any other pertinent publications.

(8) A wall display of the local area depicted on an aeronautical chart. The chart should depict special visual flight rule corridors, local training areas, nap-of-the-earth training areas, range information, and an updated map showing all hazards to flight operations.

*b.* The flight planning area can be as well equipped as the operation requires, but it should be as mobile as possible. When the unit deploys to the field, it must be mobile enough and have the necessary assets to take most of the flight planning equipment.

#### **5-4. Aircrew Training**

The commander is responsible for establishing the aircrew training program in accordance with TC 1-210. He normally assigns the platoon leaders, instructor pilots, and standardization officer the responsibility for conducting the training. Aircrew training records are maintained by the unit's flight operations and are monitored by the standardization officer.

#### **5-5. Flight Records**

The management of flight records is a major function of aviation unit operations. The records must be properly maintained because they become permanent DA records for statistical and historical data on aviators and flight surgeons. Rated and nonrated crew members also may use the records as proof of flight experience.

*a.* Flight records are maintained on aviators in operational and nonoperational aviation positions. They are also maintained on entry aviators and personnel (rated and nonrated) who are authorized to take part in aerial flights and for whom the Army certifies and keeps flight records. Records on aviators in nonoperational aviation positions and those personnel restricted or prohibited by statute from flying Army aircraft will be maintained according to AR 95-1. All other records will be distributed and maintained according to AR 95-1 and FM 1-300.

*b.* The forms used to maintain flight records are filed in DA Form 3513. Army Regulation 25-30 provides guidance on the requisition of blank forms.

*c.* Other forms are maintained as a permanent part of the flight records. They include initial aviator aeronautical certification, initial crew wing orders, and orders placing an individual on flying status

or terminating that flying status. They also include certificates of completion awarding further aeronautical designations and senior or master aviator or crew member orders.

### 5-6. Operations Training and Evaluation

Aviation operations specialists should be evaluated when they arrive in the unit. This evaluation will determine their ability to perform all tasks in Soldier's Training Publication (STP) 1-93P24-Soldier's Manual (SM)-Trainer's Guide (TG) and STP 1-93P1-SM for the appropriate individual skill level. Tasks that cannot be adequately performed should be incorporated into an individual, formalized, on-the-job training program. Each unit should develop programs to comply with STPs 1-93P24-SM-TG, 1-93P1-SM, 21-1-Soldier's Manual of Common Tasks (SMCT), and 21-24-SMCT.

### 5-7. Communications

The establishment of communications is vital to any mission success. The typical AA unit maintains a 24-hour-a-day radiotelephone operation for local missions and provides communications equipment and procedures training opportunities. The operations officer must ensure that an adequate number of personnel are trained in the use and care of the communications equipment and that the equipment is serviceable and complete. This includes all pertinent COMSEC equipment. **Units should operate their communications equipment in the "GREEN" as often as possible**, to include routine local missions. Communications security and the acquisition/destruction of COMSEC materials must be addressed in the unit SOP and should be supervised and practiced routinely. Radio operators should also be trained in—

- Radio net procedures.
- Radio and equipment preventive maintenance checks and services.
- Antenna setup and siting.
- Signal operation instructions.

### 5-8. Aircraft Servicing

Unit operations should furnish a copy of the daily flight schedule to the POL section. Aircraft refueling will be accomplished according to this schedule. Unit aircraft requiring fuel will request it through the unit operations or directly from the POL section. This may include, but is not limited to, transient parking or billeting, emergency maintenance, or information support and communications.

### 5-9. Training

*a.* Training is essential to the successful accomplishment of any mission. Table 5-1 provides a recommended eight-step training model.

Table 5-1. Eight-Step Training Model

STEP	ACTION
1	PLAN THE TRAINING
2	TEACH THE LEADERS WHO WILL EXECUTE THE TRAINING DOCTRINE/TACTIC, TECHNIQUES, AND PROCEDURES REQUIRED; CERTIFY LEADERS' READINESS TO TRAIN SUBORDINATES ON THE GIVEN COLLECTIVE TASKS
3	RECON THE TRAINING SITE; DO TERRAIN WALK WITH THE LEADERS
4	ISSUE COMPLETE OPERATION ORDERS FOR THE TRAINING
5	REHEARSE (ANY FORM)
6	EXECUTE THE TRAINING
7	CONDUCT AFTER-ACTION REVIEW
8	RETRAIN UNTIL THE STANDARD IS MET

*b.* The operations officer is responsible for ensuring that assigned personnel are adequately trained and competent in all aspects of unit operations in a garrison or tactical environment. This training includes, but is not limited to, the types described below:

(1) *Cross training.* Each individual should be cross-trained in the various functions of tactical operations. This will help ensure mission accomplishment in case of personnel shortages.

(2) *Garrison medical evacuation training.* Unit personnel must be trained to support the MEDEVAC requirements of the installation and surrounding community.

(3) *Field operations training.* Unit personnel must be trained in designated duties and responsibilities. The training should be conducted **before** the unit deploys for training exercises or combat operations. These include—

(a) Perimeter guard and TOC security.

(b) Establishing and monitoring CSAR procedures, MEDEVAC, crash rescue, and downed aircraft recovery procedures.

(4) *Army airspace command and control training.* Selected flight operations personnel should be trained in A2C2 procedures. Training will be in accordance with FMs 1-120 and 100-103 and local SOPs.

(5) *Driver and generator operator training.* At a minimum, drivers and assistant drivers should be trained and licensed in the type of vehicles or generators that they will drive or operate. They also should be trained in—

- (a) Safety procedures.
  - (b) Load plans.
  - (c) Vehicle preventive maintenance checks and services.
  - (d) Convoy operations.
  - (e) Ambush procedures.
  - (f) Vehicle emplacement.
  - (g) Cover and concealment.
  - (h) Blackout driving procedures.
  - (i) Night vision device driving and emergency recovery procedures.
  - (j) Nuclear, biological, and chemical detection and decontamination procedures.
  - (k) Vehicle recovery operations and emergency repairs.
- (6) *Guard and cover training.* Guards and personnel providing cover should be trained in—
- (a) Range cards.
  - (b) Fighting positions.
  - (c) Perimeters of fire.
  - (d) Air guard procedures.
  - (e) Cover and concealment.

(7) *Field training, command post exercises, and situational training exercises.* The AA company should, at a minimum, conduct quarterly section- or platoon-level field training exercises (FTXs) and one company-sized FTX annually. This FTX should be conducted in accordance with the AA company Mission Training Plan (MTP) and should be evaluated by the appropriate higher command staff elements. Command post exercises (CPXs) should be conducted at the company level on an annual basis or as directed by higher headquarters. The CPX is an exercise in which the forces are simulated, involving the commander, section leaders, and communications within and between headquarters. Situational training exercises (STXs) should be pre-made and executed at the FSMT or section level on a frequency to be determined by the training assessment of the unit commander. These exercises should cover—

- (a) Predeployment preparation and planning.

- (b) Deployment (order of march/convoy procedures).
- (c) Redeployment preparation and planning.
- (d) Synchronizing asset use.
- (e) Conducting IPB.
- (f) Understanding time and distance factors.
- (g) Practicing the procedures addressed in the unit SOPs.
- (h) Understanding internal and external augmentation and support requirements.
- (i) Nuclear, biological, and chemical reporting, protection, and contaminated casualty disposition.
- (j) Training that progressively increases difficulty of conditions.

#### **5-10. Aircraft/Vehicle Maintenance**

The maintenance platoon leader and motor sergeant of the AA unit have much the same responsibilities as any maintenance officer. They are responsible for taking all actions necessary to retain or restore an item to a specified condition. This includes inspecting, testing, servicing, classifying as to serviceability, repairing, and recovering. It also includes all maintenance supply actions. Simply stated, the term *maintenance* includes taking all repair actions necessary to keep a military force in the condition needed to carry out its mission. The garrison SOP should address all garrison-specific maintenance issues, as well as hazardous material and safety regulations/issues.

#### **5-11. Supply**

The AA company supply is responsible for developing workable supply channels and relationships in order to keep the unit functioning. These relationships are typically established through the battalion Supply Officer (US Army), or, in the absence of a battalion staff, the garrison logistics liaison personnel. An effective unit supply will develop a coherent SOP that addresses requisition, maintenance, distribution techniques, and resupply of each class of supply utilized by the AA unit. The plan should complement daily garrison training, real world missions, tactical mission scenarios, and provide basic load and usage calculations for any and all mission planning purposes.

#### **5-12. Alert Notification and Procedures**

Upon receipt of an alert notification, the operations officer ensures that all personnel are performing their duties according to the unit personnel notification and recall procedures (PNRP) annex to the unit SOP.

This includes submitting timely readiness reports and maintaining communications with higher headquarters per the frequency and times indicated by the higher headquarters SOP. The PNRP should be exercised at least quarterly. Results of the PNRP should be organized on the AAR and briefed to the commander.

### **5-13. Remote Site Support**

*a.* Peacetime remote site support requires the pulling together of all of the techniques and procedures discussed throughout this FM. The FSMT leaders must be mature and competent as they will be making life and death decisions without the luxury of extensive planning time and, frequently, without guidance or input from their chain of command. It is imperative that the unit develop a remote site support in addition to their SOP. This type of support requires almost excruciating levels of detailed planning and playing the “what if” game. The following are some of the items that should be addressed in the SOP. This is only a recommended list and should be added to frequently and updated with information gathered from AARs associated with the support:

- After-action reports (frequency, responsibility, and level of detail).
- Standardization (local airspace, crew mix recommendations).
- Safety (aviation safety and crew endurance).
- All classes of supply.
- Memorandums of understanding/MOAs (living and working facilities support, dining facility usage, Class III supply, maintenance, MTFs, and supported unit augmentation for MASCAL).
- Class III supply (times, locations, priorities).
- Maintenance recovery procedures.
- Communications (MEDEVAC frequencies, key telephone numbers, and COMSEC).
- Weather.
- Flight planning/following procedures.
- Mission request procedures.
- Proximity (how far can the duty crew go from the support site, beepers, cell phones).
- Mode IV operations.

*b.* The AA unit operations section must ensure that the remote site crew has the tools it needs to safely and effectively provide the required support. Remote site support is the closest thing to FSMT



deployment during contingency operations. It provides excellent indicators of the deployment status of the organization and its ability to accomplish the wartime mission.

c. Table 5-2 is an example of a predeployment checklist. It is not all-inclusive but can provide a foundation for unit-specific checklists and SOPs.

*Table 5-2. Sample Predeployment Checklist*

FORWARD SUPPORT MEDICAL EVACUATION TEAM DEPLOYMENT CHECKLIST		
NAME: _____	DUTY POSITION: _____	AIRCRAFT#: _____
DATE: _____	ROTATION: _____	THRU: _____
<b>FORWARD SUPPORT MEDICAL EVACUATION TEAM LEADER</b>		
<input type="checkbox"/> UNIT SOP <input type="checkbox"/> MEMORANDUMS OF UNDERSTANDING OR MOAS <input type="checkbox"/> REQUEST FOR ORDERS SUBMITTED FOR ALL CREW MEMBERS <input type="checkbox"/> DEPLOYMENT PLAN <input type="checkbox"/> ORDERS RECEIVED FOR ALL CREW MEMBERS <input type="checkbox"/> INSPECTION OF AIRCRAFT AND MEDICAL GEAR <input type="checkbox"/> REVIEW AIRCRAFT LOGBOOKS <input type="checkbox"/> PUBLICATIONS AND SPECIAL FORMS <input type="checkbox"/> AREA OF OPERATIONS BRIEF <input type="checkbox"/> ATTEND ALL IN PROGRESS REVIEWS/BRIEFINGS OF SUPPORTED UNIT <input type="checkbox"/> MAPS <input type="checkbox"/> MODE IV/COMSEC		
<b>SECTION SERGEANT</b>		
<input type="checkbox"/> ORDERS ISSUED <input type="checkbox"/> INSPECT ALL MEDICAL GEAR <input type="checkbox"/> INVENTORY ALL REQUIRED EQUIPMENT		
<b>COMMUNICATIONS-ELECTRONICS</b>		
<input type="checkbox"/> ORDERS ISSUED <input type="checkbox"/> TOOLBOX ON HAND AND INVENTORIED <input type="checkbox"/> LOGBOOK CHECKED AND ALL MAINTENANCE ISSUES COMPLETED PRIOR TO DEPARTURE (FOR EXAMPLE, SERVICES, FAULTS, AND SO FORTH) <input type="checkbox"/> UNIT LOAD LISTS INVENTORIED/FUNCTIONS CHECKED <input type="checkbox"/> TECHNICAL MANUALS (TMS) INVENTORIED <input type="checkbox"/> EQUIPMENT CALIBRATED <input type="checkbox"/> PAY ADVANCE (IF REQUIRED) <input type="checkbox"/> SURVIVAL KITS (IF REQUIRED) GOOD THROUGH ROTATION <input type="checkbox"/> FIRST-AID KITS GOOD THROUGH ROTATION		

*Table 5-2. Sample Predeployment Checklist (Continued)*

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	<input type="checkbox"/> FIRE EXTINGUISHERS SERVICED THROUGH ROTATION
	<input type="checkbox"/> SUPPLY OF FORMS AND RECORDS TO LAST THROUGH ROTATION
	<input type="checkbox"/> LUBRICANTS
	<input type="checkbox"/> GREASE GUN
	<input type="checkbox"/> ANY PARTS REQUIRED FOR LIMITED MAINTENANCE (OIL SAMPLE BOTTLES, TUBES, AND SAFETY WIRE)
	<input type="checkbox"/> SHOP TOWELS

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<b>MEDIC</b>	<input type="checkbox"/> ORDERS ISSUED
	<input type="checkbox"/> PAY ADVANCE (IF REQUIRED)
	<input type="checkbox"/> MEDICAL GEAR COMPLETE, INSPECTED, AND INSTALLED ON AIRCRAFT
	<input type="checkbox"/> DATED ITEMS GOOD THROUGH ROTATION

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<b>PILOT IN COMMAND</b>	<input type="checkbox"/> ORDERS ISSUED
	<input type="checkbox"/> PAY ADVANCE (IF REQUIRED)
	<input type="checkbox"/> AIR MISSION BRIEF (DA FORM 5484-R) COMPLETED AND BLANK FORMS AVAILABLE
	<input type="checkbox"/> CURRENT PUBLICATIONS
	<input type="checkbox"/> REVIEW AIRCRAFT LOGBOOK AND ENSURE AIRCRAFT IS GOOD THROUGH ROTATION
	<input type="checkbox"/> LIMITED TECHNICAL INSPECTION ORDERS
	<input type="checkbox"/> ENSURE MAINTENANCE PERFORMS A DAILY INSPECTION ON THE AIRCRAFT UPON RETURN TO HOME STATION

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